

EXECUTIVE SECRETARIAT ROUTING SLIP

Memo
Chung

TO:

		ACTION	INFO	DATE	INITIAL
1	DCI				
2	DDCI	Y			
3	EXDIR				
4	D/ICS				
5	DDI				
6	DDA				
7	DDO				
8	DDS&T				
9	Chm/NIC				
10	GC				
11	IG				
12	Compt				
13	D/EEO				
14	D/Pers				
15	D/OLL				
16	C/PAO				
17	SA/IA				
18	AO/DCI				
19	C/IPD/OIS				
20					
21					
22					
SUSPENSE					

Remarks

3637 (10-81)

2 M...
Date

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Executive Registry

84- 1063/1

1 March 1984

MEMORANDUM FOR: Deputy Director of Central Intelligence
Executive Director
Deputy Director for Administration
Deputy Director for Intelligence
Deputy Director for Operations
Deputy Director for Science and Technology

FROM: Director of Central Intelligence

SUBJECT: Exercise on Formulating Statement of Goals

1. I'd like to follow through on the DDCI's suggestion that a team be formed to look at the major suggestions arising from the exercise on formulating a statement of goals, etc. The first step is to select those recommendations to be addressed, those which are of greatest concern, most meaningful and most likely to lend themselves to practical steps. I would select the following as prime candidates for issues to be tackled by a fast-track task force:

- Special fund and allotment of positions for new initiative in tackling foreign intel problems.

- Authorization of Quality Step Increases with less time, paperwork and high-level approval. Do it to reward specific achievements on the spot. Are cash awards possible.

- Incentives or requirements to end marginally "profitable" operations.

- Pay and other recognition of overseas work--more purposeful and serious attention to recommendations, training participation, etc., for officers returning from overseas.

- More spouse recognition.

- More attention and professional status for secretaries and clerks--journeyman status of GS-09, top members aspire to GS-13 and -14.

- Awards at levels below SIS.

- Use of incentive awards and Quality Step Increases to offset promotion discrimination alleged to operate against those in ops training, language training and rotational assignment.

- Our requirements and demands on our people should be recognized by a special pay scale like Foreign Service provides.

- A "competitive" personnel system to replace the resource costly panel system and to release DO personnel for intel work.

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- More training programs and opportunities for senior clericals to enable them to use their experience to greater advantage, i.e., from secretary to document analyst. Analyze tasks for which secretaries and clericals can qualify and provide training.

- Studies on if and how the use of IAs should be expanded.

- Review DCI special authorities and how they might be used to redress deficiencies in compensation, incentives, other areas.

- [] --push authority down, order an immediate review of all administrative practices to determine what rules, regulations, approvals and paper flows are essential and what can be eliminated. DCI, DDCI and EXDIR should set example in eliminating required approvals, i.e., approvals of an assignment of a GS-15 to an SIS position. To reduce micro-management address the next senior echelon on this issue in detail. Specify what they should not be involved in and have them tell the next level what they should leave to those further down. Formation of a review board to scrutinize all Agency regulatory issuances with a mandate to reduce and condense, eliminate conflicts, redundancies and overlap, improve consistency, uniformity, clarity and effectiveness with ultimate purpose of speeding up and enhancing performance.

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- A thorough examination of the tradeoffs of security and compartmentation of information versus free flow of data.

2. In addition, below I list other items which could be followed through by appropriate instruction to Public Affairs, Legislative Liaison, Personnel, and appropriate divisions, letting it be known where practical that these efforts are being made. For example, on management commitment to overcome recent erosion of benefits as a result of cutbacks, inflation, etc., we could disseminate by special memo or a newsletter, if we should decide to do that, how Legislative Liaison has been staffed to deal with that issue and how it is being pursued:

- Congressional awareness of need for and drive for excellence.

- Management commitment to overcome recent erosion of benefits as result of cutbacks, inflation, etc.

- Public education on what we do, how and why in our contribution to national security, and the promotion of ethical foreign policy.

- Explanation of how we work within the system.

- Greater effort to indoctrinate recruits and test them early on.

- More attention to recruiting CTs from within the Agency.

- Greater effort to show subversive hand of adversaries would make public aware of need for and value of CIA.

- Recruit all new employees with view to future potential.

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- More training, retraining and briefings in security practices.
- Upgrade calibre of clerical recruit--bring in more from out of area.
- Greater effort to recruit talented minorities.

- Publish a newsletter, classify it(?), devote significant resources. Within security bounds, let everyone know who is doing what and how well. Get copies of NSA newsletter and find out what NSA has done with it after its acquisition under FOIA contributed to the writing of The Puzzle Palace. What balance was struck between communications and security values.

- Have Medical Services arrange annual health fair for employees, arrange lectures in Auditorium.


- Establish task force to search for CT candidates among employees who have exhibited values and attributes wanted in that program. Hire new people in all areas with this in mind.

- Loss of identity as intelligence agency--employees view themselves as personnel, communicators, logisticians rather than as intelligence officers. Need to restore identification of all with intelligence production.

- Achieve understanding and acceptance of goals and objectives at all levels by public and peer recognition of employees who exemplify spirit of Agency.

- Greater readiness to recruit and bring along individuals who may have a lesser education, but have natural good judgment and intellectual flexibility.

- Issuance of more independent analyses and think pieces in addition to coordinated products.



William J. Casey

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